

MEMORANDUM FOR:

*Mfs* DDA-2242-5  
ER-2928-3

Answers response OK

ER 2928/3

Sent CR 16 to ER 2928

*Pending*

B-204

Date

*2*

FORM 101 USE PREVIOUS  
5-75 EDITIONS

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional) Response to the President's Foreign Intelligence  
Advisory Board's Report on Intelligence Recruitment and  
Training

FROM: Harry E. Fitzwater  
Deputy Director for Administration  
7D24 Headquarters

EXTENSION

NO.

DATE

23 AUG  
1985

TO: (Officer designation, room number, and  
building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom  
to whom. Draw a line across column after each comment.)

1. Executive Registry  
7E12 Headquarters

23 Aug 85

cmj

2.

3.

Executive Director

4.

5. Acting Director of  
Central Intelligence

6.

DCI

28 Aug.

7.

8.

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11.

John - do we really  
want to give all of  
this to McFarlane?  
How about just  
mentioning to him  
at one of regular  
sessions?

OBE



B-204

John -- do we really want to give all of this to  
McFarlane? How about just mentioning to him at  
one of regular sessions?

SUBJECT: (Optional)

PFIAB's Report on Intelligence Recruitment and Training

FROM:

Harry E. Fitzwater  
Deputy Director for Administration

EXTENSION

NO.

DATE

2 August 1985

STAT

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Executive Director

5 AUG 1985

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Bill:

Attached is a suggested response from you to Anne Armstrong, PFIAB Chairman, on the subject of their recent project paper on Intelligence Recruitment and Training. I believe you will find it succinct and to the point. If necessary, I will be happy to discuss any aspect of the report relative to Agency recruitment or the PFIAB recommendations.

STAT

2.

3.

Deputy Director of Central Intelligence

4.

5.

Director of Central Intelligence

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DDA /Registry (return for dissemination)

Att

To all - a very diplomatic response to the low quality PFIAB report.

STAT

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DCI  
EXEC  
REQ

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GPO : 1983 O - 411-632

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Central Intelligence Agency



Washington, D. C. 20505

85-2242/5

MEMORANDUM FOR: The Honorable Robert C. McFarlane  
Assistant to the President for National Security Affairs  
The White House

SUBJECT: Response to the President's Foreign Intelligence Advisory  
Board's Report on Intelligence Recruitment and Training

1. I am pleased to provide our observations on the PFIAB Project Report on Intelligence Recruitment and Training. The report, which is primarily on the recruitment of Case Officers, contains perceptive and useful recommendations. We have already taken action on some of the recommendations and we are in the process of taking action on others, as indicated below. It should be noted that, along with Case Officers, we have pressing recruitment needs for Agency analysts, economists, and engineers.

PFIAB RECOMMENDATIONS:

a. Shortened Processing Time: In October 1984, we established a goal that processing time for all officer/technicals will not, on an average, exceed 120 days. This goal is two months better than that suggested by PFIAB. For the first six months of this new procedure, the processing time averaged just under 80 days. We are hopeful that we can institutionalize this progress so that applicant files will be processed within 100 days from the time the completed file is received at Washington. This progress was due to the installation of improved data management systems as recommended by PFIAB. Moreover, in September our Los Angeles Recruitment Activity Center will be on line with Washington. Arrangements are also being made so that medical and security processing can be achieved in [redacted] thereby avoiding the delays in bringing applicants to Washington. If this test proves successful, it will be extended to the other recruitment activity centers.

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SUBJECT: Response to the President's Foreign Intelligence Advisory Board's Report on Intelligence Recruitment and Training

b. Develop a Systematic Program for Recruiters: We concur in the PFIAB's recommendations. We are in the process of doubling the number of full-time recruiters. Heads of Career Services have agreed that they must send superior officers on tours as recruiters and that such assignments will be seen as career-enhancing. We are also establishing a training program for all people nominated as recruiters, whether permanently or on brief trips. This program will include a certification that the individual is qualified to serve as an Agency representative.

c. Re-examine the Application of the PATB: As pointed out by the PFIAB report, the PATB is a critical element in CIA's recruitment system. However, pass/fail decisions to hire, relative to an applicant, are not based solely on the PATB. Recent data emphasize that factors other than PATB results, i.e., recruiter, personal history information, interview impressions, etc., are relied upon for the final hiring decisions.

Between 1977 and 1983 the PATB specifically has undergone five to six evaluations all of which came to the same general conclusion that the PATB, although not perfect, is still generally accepted by Agency managers as a reliable "measuring tool" in the selection of professional applications. In addition, the PATB is continually undergoing evaluation, alteration and improvement by Agency research psychologists who have access to some of the most sophisticated computer technology available anywhere. These research psychologists follow guidelines prepared in the early 1980s by two nationally regarded experts in the field of test construction and application. Efforts include (but are not limited to): consultation with a national expert on objective personality tests; feasibility studies in computer adaptive testing, and; exploratory research in the applications of artificial intelligence to analysis of assessment data.

Given the sweeping changes within Agency selection processing since the time Agency representatives met with PFIAB staff members to discuss the role of the PATB, the majority of the proposals outlined by the report are already established as Agency procedures. Additionally, we are preparing a formal set of "dos and don'ts" and will issue the finished document as a formal directive to Agency recruiters, personnel officers and managers. We plan to monitor and document the results of all new procedures and feel that any misconceptions regarding the role of the PATB in Agency selection processing will be corrected.

d. Develop Supplemental Recruitment Programs: In addition to the regular advertising and college campus recruiting, which will remain our principal source for applicants, several new programs have been implemented:

- Ads will be placed in ethnic newspapers throughout the United States to tap people with needed linguistic skills.
- In September, we will launch our first radio advertising effort on a pilot basis in the Southwest.
- We have an ongoing program with the armed services.
- We are in touch with Chambers of Commerce, the Urban League, professional societies and boards of trade.
- In October, CIA will be participating in a commercially-sponsored high-tech television recruitment effort which focuses on approximately 15 leading universities.
- Arrangements are being made to obtain resumes from private industry sources.

2. We share PFIAB's optimism that the present system, with the modifications that PFIAB proposed, is capable of generating the number of applicants required. As some of the above initiatives suggest, we would question the report's use of the term "passive recruitment strategy." We hope that the Board will agree that there is, in fact, in existence an active and dynamic recruitment program.

William J. Casey  
Director of Central Intelligence

ORIG: DDA/MS  (22 Au

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